VITAL LACERDA

KANBAN EV

A game for 1 to 4 players

RULEBOOK

Kanban (the Japanese word for billboard) is the name for a scheduling system that supports an efficient assembly line, just-in-time production, and a smooth workflow process.

Electric Vehicles (EVs) have become more common since 2014. EVs are the future of the automobile industry. They are superior vehicles due to being more efficient, easier to maintain, cleaner, and cheaper to run. They are computerized machines that use AI to improve safety and in the near future will provide autonomous driving. They receive software upgrades during their lifetime and are constantly improving, unlike their traditional combustion engine counter parts, which start to become obsolete as soon as you begin using them.

Over the course of the game, players take on the role of rookie employees, trying to secure their career. You need to manage suppliers and supplies, improve and innovate automobile parts, and get your hands greasy on the assembly line in order to boost production and impress the factory manager.

You must make shrewd use of the recycling facilities and the limited factory supplies in order to appropriate parts when the suppliers come up short. Because the factory must run at optimum efficiency, production doesn't wait for you, or for mistakes to be rectified.

Kanban is a game that focuses on resource and time management that puts you in the driver's seat of an entire production facility, racing for factory goals and the highest level of promotion. You will earn Production Points (PP) for performing various actions in the game, and the player with the most PP at the end of the game is declared the winner.

Sandra, the factory manager, will review your performance and keep the factory on tempo.

EAGLE-GRYPHON GAMES

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"So, you're what I've been sent to work with. Hmph. I am Sandra, the factory manager and you will be answering to me for as long as you remain employed here. Due to your... substandard... education, I expect you to take advantage of the company on-the-job training, so you can become competent with each department's operations. I will be checking on your progress in a different department each day. You don't want to be the one who hasn't done your homework — and you'd better not let your other responsibilities slip, either. Such infractions will be registered in your permanent record. Think of it as a little incentive." — Sandra

CREDITS

Many thanks to all playtesters: Alexandre Bezerra, Alexandre Garcia, Álvaro Santos, António Lobo Ramos, André Pereira, António Vale, Becca Morse, Carla Pereira, Carlos Ferreira, Carlos Tomás, Carolina Valença, Chris Zinsli, Cristina Antunes, Cyril Santos, Daciano Resende, Elsa Romão, Emanuel Santos, Filipe Nunes, Firmino Martinez, Gonçalo Moura, Ian O'Toole, Inês Lacerda, Inês Santos, Inês Cantoneiro, João Pedro Luís, João Pinto, João Madeira, João Monteiro, João Tereso, João Silva, José Almeida, José Carlos Santos, José Luís, José Luís Gama, Lucinda da Fonseca, Luís Evangelista, Luís Costa, Malcolm King, Marco Chiappa, Mónica Meireles, Mónica Silvério, Nuno Silva, Nuno Cordeiro, Paul Grogan, Paula Cunha, Paulo Duque, Paulo Renato, Pedro Branco, Pedro Chuva, Pedro Freitas, Pedro Sampaio, Pedro Silva, Rafael Duarte, Rafael Pires, Rodrigo Dias, Ruben Rodrigues, Rui Malhado, Rui Barata, Rui Barreiro, Sandra Sarmento, Sandrina Fernandes, Sérgio Martins, Sérgio Neves, Sgrovi, Shay Rickman Sílvio Carvalho, Sofia Passinhas, Stephen M. Buonocore, Stephen Rogers, Susanne Zinsli, Tiago Duarte, Vasco Chita, Vitor Pires and Grupos de Lisboa, Leiria, Aveiro, Porto, the Columbus Area Boardgaming Society, and Arcádia Lusitana.

A huge thank you to: Bruno Valério, Catarina Lacerda, Christopher Incao, David Dagoma, Duarte Conceição, Hélio Andrade, Hugo Elias, João Palmeira, Jorge Graça, Nathan Morse, Paul M. Incao, Paulo Lacerda, Pedro Almeida, Ricardo Almeida, Ricardo Gama. These guys played all versions of this game undetermined times. Without all of these people this game would not have been possible.

All my love to my beautiful daughters Catarina and Inês and to my muse and greatest friend, my wife Sandra for all their ideas, patience, support, and inspiration.

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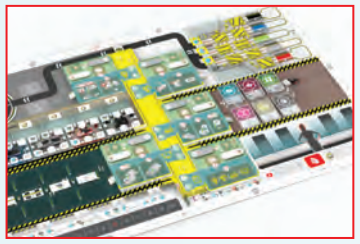
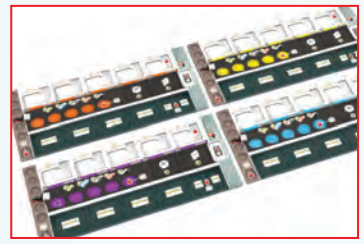
COMPONENTS



1 Game board

Rulebook and Solo Rules & Reference book



4 Player boards

24 discs (6 per player color)

4 Worker meeples (1 per player color)

4 Certification markers (1 per player color)

4 Banked Shift markers (1 per player color)

4 Double-Upgrade tiles (1 per player)

20 player Locks (5 per player)

4 Player Aid sheets (1 per player)

20 Speech tokens (5 per player color)

23 Generic Speech tokens

1 Sandra meeple

1 Production Cycle marker

1 two-sided Sandra Reference tile

1 Week marker

1 Meeting marker

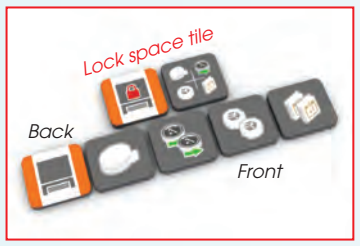
1 two-sided Test track overlay
1 Pace Car

40 Cars (8 per type)

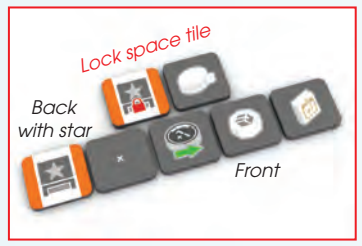
6 Car Part Value markers

60 Car Parts (10 per type)

16 Book tokens
11 Parts Voucher tokens



20 Basic Garage Bonus tiles (5 per player color)



20 Expert Garage Bonus tiles (5 per player color)

12 Kanban Order cards

32 Performance Goal cards

35 Design tiles (7 each in 5 different Models)

12 Factory Goal tiles in 3 groups

5 Demand tiles

20 Award tiles

11 Final Goal tiles

4 Banked Shift Reminder tokens (1 per player)

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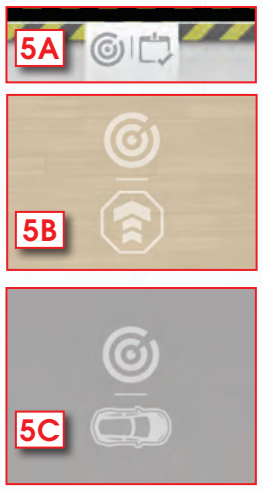
GAME SETUP

1. Place the Game board in the middle of the table.
2. Place the Sandra Reference tile in the appropriate space. Use the side with the red stripe.

3. Place the Car Parts next to the Game board in a supply. Choose 3 different types at random and place them in the appropriate spaces in Recycling.
4. Put the Parts Vouchers and Books next to the Game board in a supply.
5. Separate the Factory Goals into 3 stacks depending on their type. From each stack, choose 2 Factory Goals at random.



Place the Certification Goals face up in the matching numbered spaces above the Certification track (5A). Place the others face up on the appropriate spaces of the Game board with the tile with the lower number of icons on the top space and the other one on the bottom (5B/5C). Return the unused Factory Goals to the box. Then, place 2 Generic Speech tokens on each Factory Goal (a total of 12 Speech tokens).

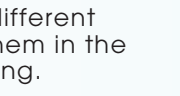
3-players: Place 2 Generic Speech tokens on the Factory Goal with the lower number of icons of each pair; Place 1 on the Factory Goal with the higher number.

2-players: Place 1 Generic Speech token on each Factory Goal.

RESEARCH & DEVELOPMENT SETUP:

6. 3-players: Cover the Test track printed on the Game board with the Test track overlay depicting 3 people.

2-players: As per 3-players, but use the side depicting 2 people.



7. Place the Car Part Value markers face up on the leftmost space of the Upgrade Value track.
8. Place the Pace Car in either of the striped spaces on the track, facing counter-clockwise.
9. Place the Meeting marker and the Production Cycle marker on the indicated spaces.

Note: All components are limited.

These are the setup rules for a 4-player game. Changes for a 2-player and 3-player game are noted where appropriate.

DESIGN SETUP:

10. Shuffle the Design tiles and place 1 at random, design-side up, in each of the rightmost 8 spaces.
11. Place the rest of the Design tiles face up in three stacks of 9 tiles each on the leftmost spaces. The leftmost stack is the Central stack and the other two stacks are the First Office stacks.

ASSEMBLY SETUP:

12. Place 1 Car of each color in the matching color spaces, facing left.
13. Place another Car of the same color on the yellow plate to the left of each Car just placed.
14. Put all other Cars next to the Game board near the Assembly department so that all players can clearly see the number of each remaining.

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LOGISTICS SETUP:

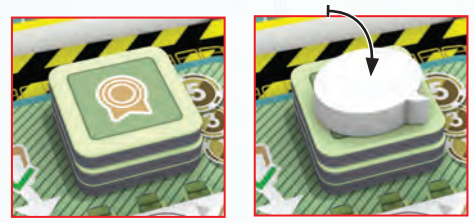
15. Shuffle the 5 Demand tiles and place 1 at random face up in each of the 2 spaces near the end of the line. Place a number of Generic Speech tokens next to each tile as indicated on the bottom right of the tile.
16. Place the remaining Demand tiles face down in a stack next to the Game board near the Assembly department.
17. Shuffle the Kanban Order cards and place them face down next to the Game board. Reveal the top card of the deck and place all 6 depicted Car Parts in the corresponding warehouse spaces. Then, return the card face down on the bottom of the deck.

ADMINISTRATION SETUP:

18. Shuffle the Performance Goal cards and place 4 at random face up on the spaces of the Meeting room. Place the rest of the Performance Goals face down in a deck next to the Game board.
19. Choose a Final Goal tile at random and place it in the appropriate space at the bottom of the room. Return all other Final Goal tiles to the box.
20. Place the Week marker on its space of the Week track.
21. Place Sandra at her desk.

FOR EACH DEPARTMENT:

22. Shuffle the Award tiles and randomly place 3 face down above the final space of the training track in each department, then place 1 Generic Speech token on top of each of the Award tiles stacks. Put the remaining Award tiles back in the box.



2-3 players: Place only 2 Award tiles per department.

CAR PARTS

Motor, Autopilot System, Battery.

Body, Electronics, Drivetrain.

DEPARTMENT NAMES AND SYMBOLS

Workstation Alley

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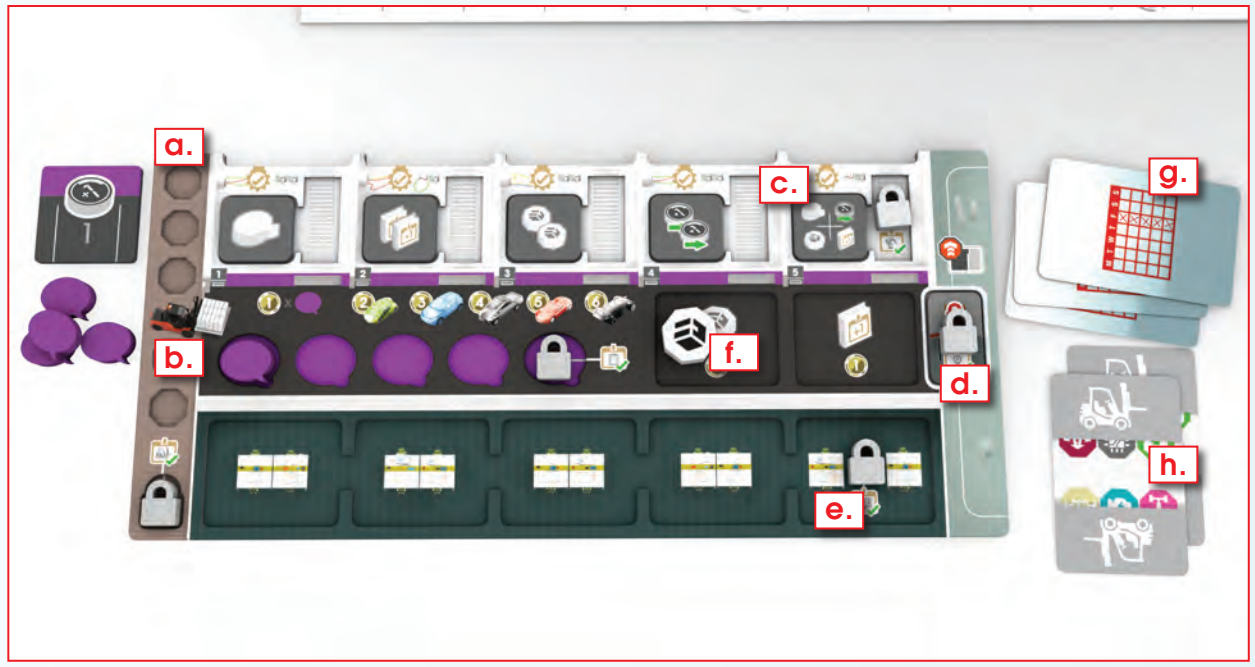


PLAYER SETUP

Each player performs the following steps:

a. Choose a color and take a matching Player board, Basic Garage Bonus tiles, Worker meeple, Speech tokens, Banked Shift Reminder token, Banked Shift marker, discs and Certification marker in that color.

b. Place 1 of your Speech tokens on an empty space on your Player board and the rest of them next to your Player board.

c. Place your Basic Garage Bonus tiles face up on your garages. The order does not matter except for the one depicting a padlock which must be placed on your rightmost garage.

d. Place a Double-Upgrade tile on the appropriate space on your Player board.

e. Place a Lock on each of the 5 Lock symbols printed on your Player board and on the Double-Upgrade tile.

f. Take a Parts Voucher token and place it on the appropriate space on your Player board.

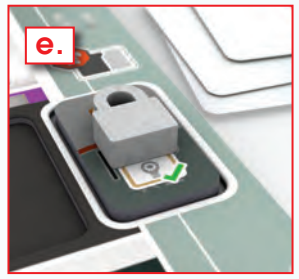
g. Draw 3 Performance Goal cards into your hand.

h. Draw 2 Kanban Order cards into your hand.

i. Place 1 of your discs on the starting space of each of the 5 department training tracks.

j. Place your Banked Shift marker on the leftmost space of the Shift Bank.

k. Place your PP marker (your last disc) on space 15 of the Production Points (PP) track. Every time you gain PP move your marker forward on this track. If you lose PP move it backwards.



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NEW EMPLOYEE ORIENTATION

After setup, but before the game begins, perform the following steps:

1. Choose a start player at random. Beginning with that player and in clockwise order, each player places their Certification marker on an empty space in the leftmost section of the Certification track. When you place your Certification marker on a space with a depicted benefit, you immediately receive that benefit.

Note: The order of the markers from right to left is important for the next step and is also the turn order for the first round of the game.

2. In Certification track order (from right to left), each player takes 1 Car Part from Logistics and 1 Design tile from Design.

   Any Design can be taken, including one from the top of one of the stacks. Place each taken item in the appropriate space on your Player board.

Note: During the game, taking a Design from the rightmost 4 spaces gives you a benefit. That does not apply to this step.

3. After all players have taken a tile, refill the empty Design spaces by sliding tiles to the right in order to fill the gaps and then filling any spaces that are still empty with tiles from the corresponding stack (top First Office stack for the top row; bottom First Office stack for the bottom row). Do not replenish the Car Parts.

Choose a space.

Get the benefit.

Blue goes first, Orange last.

Take 1 Design and 1 Car Part.

Place them on your board.

After all players have taken a tile, refill the display.

GAME STRUCTURE

The game is played over a series of rounds with each round representing one day of work in the factory. Each day comprises two phases:

- Department Selection Phase: Players take turns choosing a workstation in a department in which they want to work.
- Work Phase: In workstation order, players use their Shifts to work and/or train in the department they chose. After the end of the Work Phase, before the end of the day, there may be a Meeting.

This process continues until there has been a certain number of Weeks and Meetings and after final scoring, the player with the most PP is declared the winner.

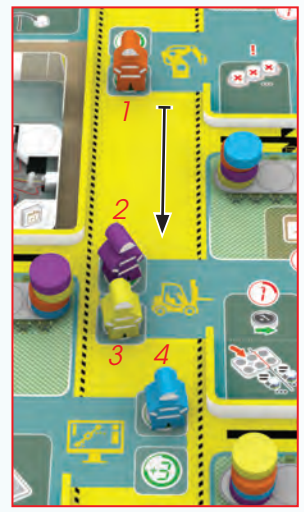
1. DEPARTMENT SELECTION PHASE

In the first day of the game, each player in Certification track order (from right to left) chooses an empty workstation in any department and places their Worker meeple on the space, standing upright. Sandra is already at her desk in Administration.

In subsequent rounds, each player, in order from top to bottom, selects a different department to the one they are currently in and then places their Worker meeple on an empty workstation in that department. So the choice you make in one day affects your priority for choosing in the next day.

Logistics and Design Departments workstations.

Orange has 3 Shifts to work in Assembly.



Orange is the first player;
Purple is second;
Yellow is third;
Blue is the last player.

Sandra at her desk.

"Company cross-training policy disallows employees from working in the same department for two consecutive work days." — Sandra

Important: In a 2-player game, players cannot move to the department where Sandra is. This is true even for Administration.

Sandra takes turns alongside the players, moving between workstations and working in them according to her own specific rules, described on page 17.

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Blue has 2 Shifts to spend in the Design department.

Blue spends 1 Banked Shift.

2. WORK PHASE

In order of the Worker meeples from top to bottom, each player takes a turn to complete tasks. The number of Shifts you have to complete tasks is determined by the workstation you chose (2 or 3 in all departments except for Administration, where it is 1 or 2). Also, if you have any Banked Shifts, you may spend some of those (by moving your marker back on the Shift Bank track) in order to work more; however you are never allowed to work more than 4 Shifts in one day.

Most tasks can be completed in a single Shift; however, a few take several Shifts to complete.

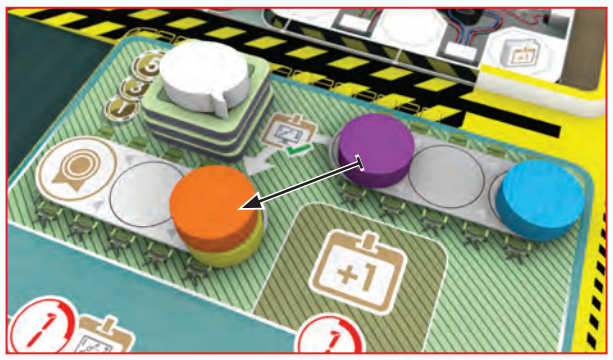
Once you have completed your Shifts, lay your Worker meeple down at its workstation to indicate that your turn is over.

When it is Sandra's turn, she evaluates the department she is in and completes her tasks (see page 17). The exception to this is the first day of the game when Sandra is at her desk, dealing with paperwork.

After all players have worked their Shifts, check to see if there is a Meeting or if it is the end of the week, and then the next day begins. This will be explained on page 19.

Example

Blue is working in the Design Department and has 2 Shifts to complete tasks. She also has 3 Shifts banked, so she could spend up to 2 of those to work more. She chooses to spend 1 Banked Shift and work a total of 3 Shifts that day.



Orange spends a Shift in training and becomes certified.

Orange moves to section 1 and gains a Parts Voucher.

TRAINING AND CERTIFICATIONS

Before explaining how each individual department works, there is something in common to all of them.

Each department has its own training track which indicates the current training level of each player. When you work in a department, one of the tasks you can do is to undergo training in that department. For each Shift you spend on this task, move your marker to the next space, placing it on top of any other markers already there.

Once you cross the arrow on a training track of a department, you are considered to be certified in that department. This unlocks something on your Player board and gives some benefit within the department itself (described in the rules of each department).

Each time you become certified in a department, perform the following steps:

- Discard the Lock from the corresponding section of your Player board (see Reference book).
- Choose an empty space in the next section of the Certification track to where your Certification marker currently is, move your marker to it, and gain the benefit of that space.
- Check to see if you have achieved a Factory Goal (see page 16).

Example

Orange has just gained her first certification. Yellow got his first certification earlier, so one of the spaces in the next section has already been chosen. Orange chooses the space depicting a Parts Voucher, places her Certification marker there, and gains 1 Parts Voucher.

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HOMEWORK

When working in a department, you can also train by reading books on your own time, even if you didn't spend any Shifts training.

On your turn, when working in a department, before or after spending your Shifts, you may return 1 or more Books to the supply to move your marker one space forward on that department's training track per Book used. This does not cost any Shifts and it can be done even if you have already spent all your Shifts for the day.

ADVANCED TRAINING

Even after you are certified in a department, you may continue to train until you reach the final space on the track when you are classed as an Expert in that department. The first player to become an Expert in each department gains the Generic Speech token on top of the Award stack.

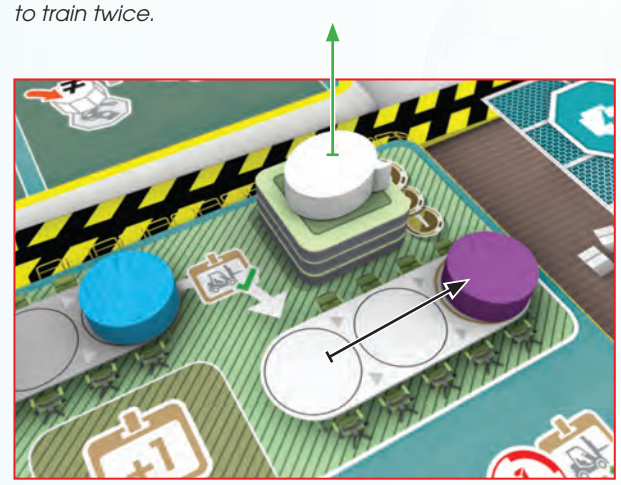
Also, when you become an Expert, secretly look through all of the remaining Award tiles in that department, choose one and return the rest face down back to the space where they came from.

Award tiles give you an immediate benefit and are then placed back in the box (see Reference book for benefits).

All players reaching the final space can choose one Award tile if there are still any available.

At the end of the game, you will gain PP based on your relative position on each training track. Final scoring is explained on page 24.

Purple returns to the supply 2 Books from his Player board to train twice.



Since he was the first to reach the Expert space, Purple gains the Generic Speech token. Then he chooses 1 Award tile from those available, and receives its benefit.

Example

Purple is working in the Design department and has a total of 3 Shifts to spend. He decides to spend 2 Shifts completing the tasks of that department and then 1 Shift training. He then also uses 2 Books to train twice more.

GOLDEN RULES

GAINING BOOKS, PARTS VOUCHERS, AND BANKED SHIFTS

During the game, there are a number of ways in which you can gain Books and Parts Vouchers.

Whenever you gain either of these, place the appropriate token to the side of your Player board; you cannot use them on the turn that you gained them. At the end of your turn, move them onto your Player board.

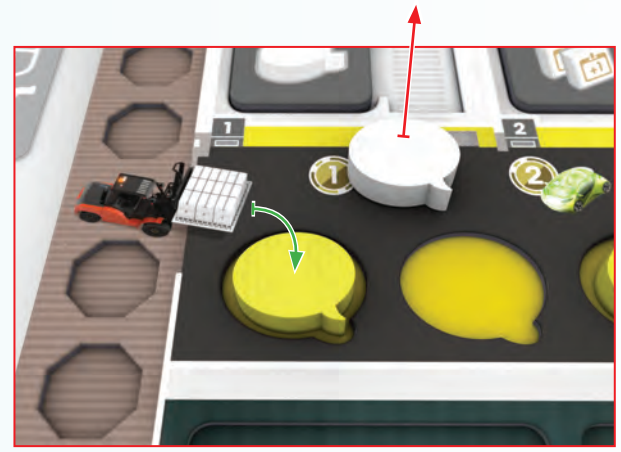
There are also a number of ways of gaining Banked Shifts. When you gain a Banked Shift, move your marker up the Shift Bank. Like Books and Parts Vouchers, these cannot be used on the turn that you gain them.

You can use your Banked Shift Reminder token to remember how many Shifts you had at the beginning of the turn, to make sure that you don't use any on the turn you gain them by mistake. This is only necessary if you have 1 or 2 Banked Shifts at the start of your turn, since you can never use more than 3 Banked Shifts in a turn.

GENERIC SPEECH TOKENS

During the game, there are a number of ways you can gain a Generic Speech token.

Each time you do, return the Generic Speech token to the supply and move one of your Speech tokens from the side of your Player board onto an empty space of your Player board. If all of the spaces are already filled, place the Generic Speech token to the side of your Player board instead (you will be able to exchange them for your own Speech tokens after each Meeting; see page 19).



Yellow gains a Generic Speech token. He returns the Generic token, and places one speech token of his color in an empty space of his Player board.

If Yellow didn't have any free spaces, he would keep the Generic Speech token next to his Player board.

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DEPARTMENTS AND TASKS

DESIGN DEPARTMENT

Designs are created here which can then be used in R&D to upgrade specific Parts and to move Cars into your garage for testing.

Orange is not allowed to take any Designs from the 3 left-most stacks. For that she needs to be certified and take the Select an Advanced Design task.

Orange places the 3 Designs in the proper places of her Player board. Only one Design can be held in each space.

At the end of her turn Orange slides all Designs to the right and fills the empty spaces with new ones from the stacks.

Other than training, there is only one other task that can be completed in this department: Select a Design.

This task moves a Design from the Design department to your Player board. You will need Designs to complete tasks in the Research & Development department.

TASK: SELECT A DESIGN

To take a Design to your Player board, spend 1 Shift and perform the following steps:

1. Choose one of the Designs on the rightmost 8 spaces for each Shift you spent. The Designs in the First Office and Central stacks are not available with this task.
2. Move the chosen Design to one of the available spaces of your desk on your Player board, keeping it design-side up. If you do not have an empty space, you cannot take the Design.

After you have finished spending your Shifts here, slide all Designs in both rows to the right to fill any gaps. Then, in each row, refill any spaces still empty (from right to left) with tiles from the First Office stack to the left of the respective row for each empty space. If the relevant First Office stack is depleted, refill empty spaces with Designs from the Central stack. If both are depleted, fill the top row first.

Note: You only refill Designs at the end of your turn, after you have selected all the Designs you want to.

WELL-RESEARCHED DESIGNS

If you take a Design from one of the rightmost four spaces, you gain the benefit shown between the two Designs of that column. This is either 1 Banked Shift, or 1 Book. If you take all four Designs from those spaces you gain 2 Banked Shifts and 2 Books. Remember that any benefits you gain cannot be used in the same turn.

Example:

Orange spends 3 Shifts to take 3 Designs and places them on her Player board. Then, the Designs in the Design department are slid to the right to close the gaps and the empty spaces are refilled.

CERTIFICATION BENEFITS

Being certified in this department gives you two benefits:

- You can store 1 additional Design on your Player board.
- You may complete a new task:

TASK: SELECT AN ADVANCED DESIGN

This task works the same way as the normal 'Select a Design' task, except you can select the top Designs from the Central stack and from the stacks in the First Office. If you take the last Design from a stack in the First Office, immediately replace it with the one from the top of the Central stack.

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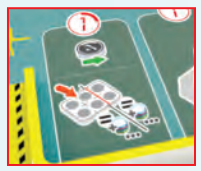
LOGISTICS DEPARTMENT

Stock the warehouses with a Kanban order, and collect the Car Parts you need.

Other than training, there are three other tasks that can be completed in this department. These tasks are related to acquiring Car Parts which you will use in Assembly and in R&D.



TASK: ISSUE KANBAN ORDER

To complete this task, spend 1 Shift and perform the following steps in order:

1. Gain 1 Banked Shift. Remember, any Banked Shifts gained cannot be used in the same turn.
2. Choose a Kanban Order card from your hand and place it on the Kanban space vertically such that 4 of its symbols are on one side of the line, and 2 are on the other. You choose whether the top or the bottom gets the 4 symbols. Kanban cards can be rotated 180 degrees.
3. For each symbol that matches a warehouse on its side of the line, add 1 Car Part from the general supply to the appropriate warehouse.
4. Return the Kanban Order card face down to the bottom of the deck.
5. Draw the top card from the Kanban Order deck into your hand.

Note: You can only complete this task once per turn.

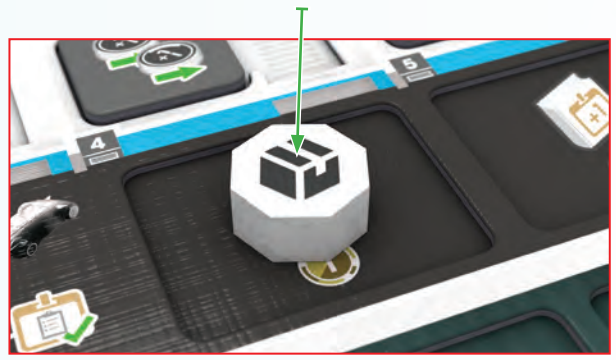
TASK: COLLECT CAR PARTS

To complete this task, spend 1 Shift, take any number of Car Parts from any one warehouse and place them on storage spaces on your Player board. You must have an available space on your Player board for each Car Part you take.

A Parts Voucher can be used to acquire any one Part from the supply that you need, but only at the moment you need it. It can be used only when completing the tasks Provide a Needed Part in Assembly or Upgrade a Design in R&D, as specified in the rules for these tasks. You cannot return a Parts Voucher and place a Car Part from the supply on your Player board. You cannot use a Parts Voucher to acquire a Car Part that is not currently present in the supply.

The 2 Batteries, 1 Electronics, 1 Body and 1 Drivetrain Parts on the card are on the same side of the line as their matching warehouses and so those Parts are added to their warehouses. The Autopilot System on the card is on the other side of the line from the Autopilot warehouse, and so is not added.

Blue spends 1 Shift to take all Batteries from the warehouse and places them on her Player board.



Blue spends 1 Shift, gains one Voucher and places it on her Player board. She would like to take another one but only one per player is available per turn.

CERTIFICATION BENEFITS

Being certified in this department gives you two benefits:

- You can store 1 additional Car Part on your Player board.
- You may complete a new task:

TASK: RECEIVE PARTS VOUCHER

To complete this task, you must be certified in this department. Spend 1 Shift to take 1 Parts Voucher from the supply and place it next to your Player board. At the end of your turn, move the Parts Voucher to your Player board.

Note: You can only complete this task once per turn.

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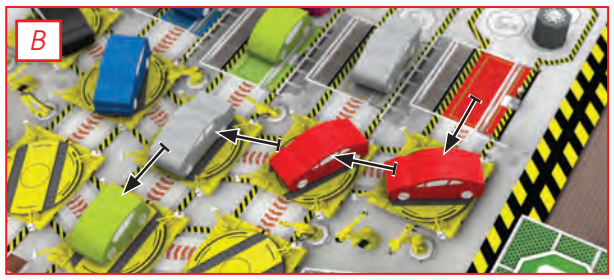
ASSEMBLY DEPARTMENT

Provide the Parts needed to complete the assembly of Cars and watch them roll down the line!

Before spending Shifts in the Assembly line, Purple cleans the City Cars line because it's filled with Car Parts.

Purple cannot place the Body because one is already in the City Car line. He can't place an Autopilot System either, because he needs to provide the Upgraded Parts first. In this case his only option would be Electronics.



By providing a unique Car Part, Electronics, to the Sports Car line, Purple creates a chain of movements.

The Assembly line is made up of Assembly spaces to hold the Car Parts and conveyors that move the Cars down the line as they are built. Eventually, they roll out to the Test track in the R&D department.

FIRST: CLEAN OUT ASSEMBLY SPACES

At the start of your turn in this department (or when choosing to work here from Administration), if a Model has all of its Assembly spaces full of Car Parts, return all of those Car Parts to the supply. Models which have Car Parts on only some Assembly spaces are unaffected.

Other than training, there is only one other task that can be completed in this department.

RECYCLING

At any time during your turn, you may exchange a Car Part from your storage with one in the Recycling pool. There can only ever be 3 Car Parts in the Recycling pool and each one must be different. The use of Recycling is free and can be done as many times as you want during your turn. However, Recycling cannot be used during Meetings.

Example:

Yellow spends 1 Shift when working in the Logistics department to take 3 Body Car Parts from a warehouse. Thinking ahead to his next turn, he realizes he will need a Drivetrain. He doesn't have one, but there is one in Recycling. He exchanges one of his Body Car Parts for the Drivetrain in Recycling.

TASK: PROVIDE A NEEDED PART

To complete this task, spend 1 Shift and perform the following steps in order:

1. Move a Car Part from your Player board to an empty Assembly space for any Model.
   - Instead of using a Car Part from your Player board, you can spend a Parts Voucher. If you do, take any Car Part from the supply and place it on an empty Assembly space.
   - The Car Part must differ from any others currently in the Model's Assembly Spaces. Reminder: You can use Recycling.
   - If the Model has had any of its Car Parts Upgraded (see R&D on page 14), you must provide Upgraded Parts for a Model first. You can only provide a non-Upgraded Part once all Upgraded Parts have been provided. The exact order of Parts does not matter, only that a Model must have all of the Upgraded Parts added before any non-Upgraded Parts.
2. Move the Car at the top of this Model's assembly line one position along the arrows.
   - When the position it is moving to is occupied by another Car, that other Car is displaced along the path following the arrows to the next yellow plate or off the conveyor.
   - If there are multiple paths, you can choose freely. This continues until no further Cars are displaced.
   - See next page if a Car moves off the end of a conveyor.
3. Place a new Car of this Model from the supply at the beginning of this Model's assembly line. Skip this step if there are no more Cars of the Model in the supply.

Important: The Cars move on the Assembly line each time one Part is added, not just when all the Assembly spaces are full.

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CAR MOVED OFF THE END OF A CONVEYOR

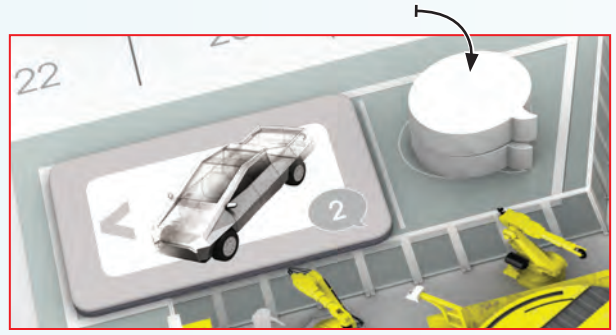
When a Car moves off the end of a conveyor, it rolls onto the Test track in R&D. Perform the following steps:

- Gain 1 or 2 PP, depending on which conveyor delivered the Car.
- If the Car Model matches the one depicted on either of the Demand tiles, take a Generic Speech token from next to the Demand tile, if there are any left.
- Move the Car to end of the line of Cars behind the Pace Car on the Test track.

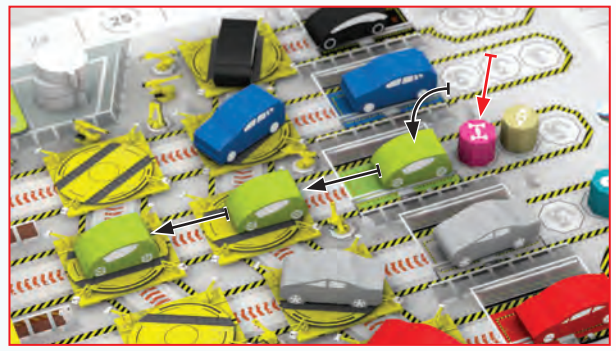
There can only be a maximum of 4 Cars behind the Pace Car at any one time. If a 5th Car were to enter the Test track, remove the Car directly behind the Pace Car, advance the other Cars to close the gaps behind it and then place the new Car at the back. Return the removed Car to the supply.

FULFILLED DEMAND

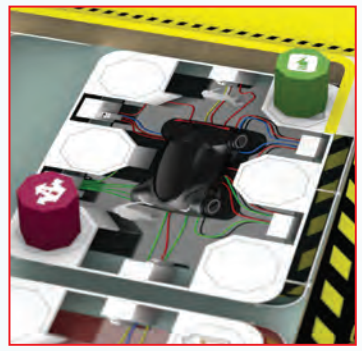
At the end of your turn, if either of the Demand tiles in this department have no more Speech tokens next to them, the current demand has been met. Set the empty Demand tile to one side and draw a new one from the stack of Demand tiles, placing a number of Generic Speech tokens next to it as indicated on the tile. After replacing the empty Demand tile(s), shuffle the tiles set aside back into the stack.



Place 2 Generic Speech tokens at the side of the tile.



Purple provides a Drivetrain pushing all the City Cars down the line. A new City Car enters in the beginning of line.



Purple needs a Battery or an Autopilot. So he uses Recycling to exchange one of his Parts.

Example:

Purple spends 2 Shifts working in Assembly and uses both of them to provide needed Parts. He first chooses to add a Part to the City Car (green Model), which currently has no Upgraded components, so he is free to add whichever Car Part he wants with the exception of the Body which has already been added. He chooses to add a Drivetrain, moving the Car Part from his Player board to one of the empty Assembly spaces of the City Car.

This moves the green Car along the conveyor, and he pushes the others as shown in the image to the right. To finish the task, another green Car is added to the start of the conveyor.

Second, he wants to add a Part to the Concept Car (black Model). Checking the Upgraded components in R&D, the Battery and Autopilot System have already been Upgraded. Therefore, both of these Parts must be added before adding any non-Upgraded Parts. Unfortunately, he doesn't have either of these Parts himself, but there is a Battery in Recycling. He exchanges his Drivetrain for the Battery in Recycling and then uses that to assemble a Car.

The black Car is moved along the conveyor, pushing the others as shown. This causes the green Car to roll off the conveyor and onto the Test track.

By placing the Battery in the Concept Car line, Purple manages to move the City Car out of the line and scores 2 PP. The Car is ready to be tested.

Since City Cars were in Demand, Purple gains one Generic Speech token. Then he moves the Car to the Test track.

CERTIFICATION BENEFITS

Being certified in Assembly unlocks the 5th garage space on your Player board. Although this garage is unlocked by being certified in Assembly, you only gain the benefit of it when you park a Car in there, which is part of the next department to be explained...

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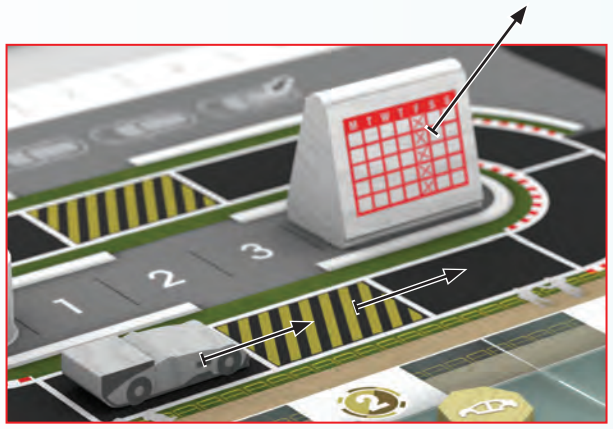
RESEARCH & DEVELOPMENT DEPARTMENT

Claim Cars from the Test track and park them in your garage for final testing, and upgrade Car Parts of the various models.

Purple sends a City Car Design and a Truck Design to the bottom of the Central deck, spends 3 Shifts and claims both Cars.

Purple places each of the Cars in one of his garages, gains the bonuses depicted, and then flips the Garage tiles over.



Purple advances the Pace Car 2 spaces along the track. It reaches (and passes) the striped space, so a Meeting will take place at the end of the day.

Other than training, two other tasks can be completed in this department. Claiming a Car requires there to be a Car on the Test track that matches one of your Designs, and upgrading a Part requires you to have both a suitable Design and a matching Car Part.

TASK: CLAIM CARS

To claim a Car, you must have a Design on your desk that matches a Car on the Test track. To complete this task, perform the following steps:

1. Choose which Cars you want to claim from the Test track. For each Car you want to claim, return a matching Design (one that depicts the Model of the Car you want to take) from your Player board to the bottom of the Central stack. You must also have an empty garage on your Player board for each Car you want to take.
2. Spend the appropriate number of Shifts to take the Cars from behind the Pace Car.
   - The 1st Car behind the Pace Car requires 1 Shift.
   - The 2nd Car: 2 Shifts.
   - The 3rd Car: 2 Shifts.
   - The 4th Car: 3 Shifts.
3. After you have finished claiming Cars, advance the Pace Car a number of spaces along the Test track equal to the number of Cars you took. If the Pace Car reaches or crosses a striped space, move the Meeting marker to the proper space in the Administration Department. This indicates that there will be a board Meeting at the end of the current day (see page 19). Then advance the other Cars to close the gaps behind it.
4. Place each Car in an empty garage on your Player board. For each Car you place, receive the benefit depicted on the Garage tile next to it (see Reference book), and then flip the Garage tile. See Reference book for descriptions of the benefit icons on the tiles. Note that the Lock space Basic Garage Bonus tile depicts 4 single benefits; in this case choose any 2 different ones.
5. Check to see if you have achieved a Factory Goal (see page 16).

Note: You only advance the Pace Car at the end of your turn, after you have claimed all the Cars you want to.

Note: To speed up the game, and because choosing a garage may take some time, it is recommended to keep your claimed Car(s) next to your Player board until the end of your turn. Only then proceed with the last steps.

TASK: UPGRADE A DESIGN

To complete this task, you must have a Design on your Player board depicting both the Model you wish to upgrade and the Part you are upgrading, as well as the Car Part itself.

Spend 1 Shift and perform the following steps:

1. Move the Car Part you are using from your Player board to any empty Upgrade space for the Model you are upgrading. Instead of using one of your own Car Parts, you can spend a Parts Voucher to take any Car Part from the supply and place that on the Upgrade space. Remember: You can also use Recycling.
2. Receive the benefit depicted in the Upgrade space you filled (if any is depicted).
3. On the Upgrade Value track, move the marker for the Car Part you used one space to the right (if able).
4. Flip the Design you used face down to show the Upgraded Design and place it to the right of your Player board.
5. Earn 2 PP (indicated on the Upgraded Design side of the tile).
6. Check to see if you have achieved a Factory Goal (see page 16).

Note: Each Model of Car has one Design tile for each Car Part, plus one Design tile which does not feature a Part, and cannot be used to upgrade.

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TESTED DESIGNS

Any Upgraded Designs you have, for which you also have a matching Car in one or more of your garages is considered to be a Tested Design. When you have a Design that is Tested (which could be immediately after upgrading it, or immediately after claiming a Car), move it from the side of your Player board to above your Player board, directly above a matching Car.

Tested Designs score you PP at the end of each week (see page 19) and at the end of the game (see page 24).

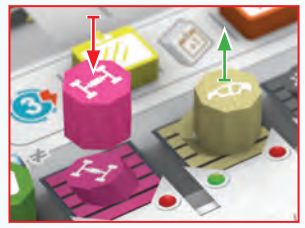
Note: If you have more than one matching Car, it doesn't matter which the Upgraded Design is above. The fact that the Design is above your Player board indicates that it is Tested. You can have more than one Tested Design above each Car.

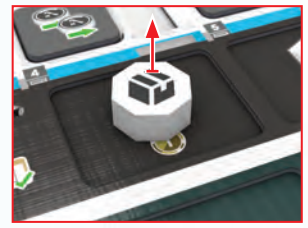
Example:

Blue has 3 Upgraded Designs, one from the SUV, one from a Sports Car and another from a Concept Car. She only has an SUV and a Sports Car in her garages. Her SUV and Sports Car Upgraded Designs are considered to be Tested Designs.

Blue moves the SUV and the Sports Car Designs above the Cars garages. The Concept Car Design is not Tested, so she keeps it next to her Player board.

Blue wants to upgrade the Body from her SUV and the Electronics Part from a Truck.





To get the right Parts, she exchanges her Drivetrain with a Body from Recycling, and discards a Parts Voucher for the other Part.

She places the Parts in the respective Models' upgrade spaces, gaining 1 Book and 2 PP.

She then advances each of the related Value markers one space to the right.

Blue scores 2 PP for each tile. Since she has an SUV in her garage, the Body Design is considered Tested and she moves it to the top of her SUV garage, and puts her untested Electronics Design for the Truck to the side of her board.

CERTIFICATION BENEFITS

Once you are certified in this department, remove the Lock from your Double-Upgrade tile on your Player board. You now have a one-time ability to double-upgrade a Design whenever you complete the Upgrade a Design task.

When you do this, take the following steps:

1. Increase the Car Part's value by 2 steps instead of just 1 (if able) and flip its Value marker to the Double-Upgrade side.
2. Gain PP equal to the new value of the Car Part.
3. Flip your Double-Upgrade tile on your Player board.

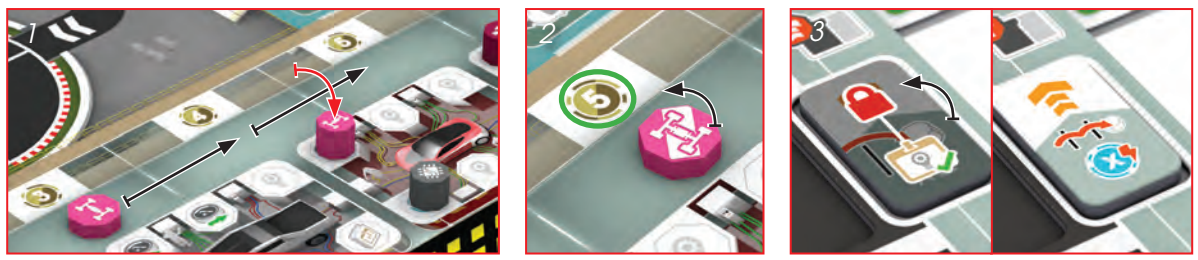
Note: Each type of Car Part can only be double-Upgraded once during the game. I.e. no two players can double-upgrade the same Part.

Example:

Blue is certified in R&D and is about to complete the task: Upgrade a Design. Since the value of the Car Part she wants to use is already high, this is a good time to do this.

The Design she wants to use is the Drivetrain from her SUV. Blue doesn't currently have a Drivetrain and there isn't one in Recycling. However, she does have a Parts Voucher, so she returns this to the supply and places a Drivetrain from the supply on an empty Upgrade space of the SUV.

She flips the Double-Upgrade tile to use the Double-Upgrade ability. The value of the Drivetrain increases from 3 to 5 (two steps instead of one). She flips the Value marker and scores 5 PP. Then, she scores 2 PP for her Design tile.



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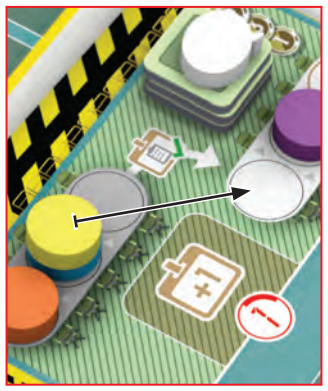
ADMINISTRATION DEPARTMENT

From here, you can micromanage another department.

Yellow spends 2 Shifts from the Shift bank, plus 1 more from Administration to work 3 Shifts in Logistics.



Yellow also spends 2 Books to train in Administration and 1 more to train in Logistics.

When you work in Administration, you may also choose one other department to work in. You can split your Shifts and Books however you like between Administration and the chosen department: only in Administration, or only in the chosen department, or in both.

Since there is no specific task in Administration, Shifts worked here can only be used for training.

Note: The Workstation spaces in Administration only offer 1–2 Shifts, instead of the usual 2–3 Shifts; however, this makes it a good place to use those Shifts you've stored up in the Shift Bank.

Example:

Yellow is at the Workstation that gives 1 Shift, but he spends 2 Shifts from the Shift Bank to work a total of 3 Shifts on this turn. He also has 3 Books. He chooses Logistics as his other department and decides to spend 2 Shifts working in Logistics and his remaining Shift to train in Administration. Then he spends 2 Books to train in Administration and the 3rd Book to train in Logistics.

CERTIFICATION BENEFITS

Becoming certified in Administration allows you to have 1 additional Speech token on your Player board.

Yellow gains his 3rd Certification and thus meets the requirements of the Certification Factory Goal. He gets one of the Speech tokens on the Goal.

FACTORY GOALS

During setup, three pairs of Factory Goal tiles were placed in the departments of the factory where the board of directors want to see some improvement:

- Claiming Cars for final testing in R&D
- Upgrading Designs in R&D
- Certifications

When a player meets the requirements of a Goal, they immediately take 1 of the Generic Speech tokens from its tile. Once all Speech tokens have been removed from a Goal, remove it from the board and place it back in the box. It is possible for the same player to achieve both Goals within a department.

THE REQUIREMENTS OF THE GOALS ARE AS FOLLOWS:

- Claiming Cars: Have the indicated number of Cars in your garages.
- Upgrading Designs: Have the indicated number of Upgraded Designs.
- Certifications: Have the indicated number of Certifications.

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SANDRA, THE FACTORY MANAGER

I'm responsible for the factory production and I'm here to evaluate your performance.

Like the other players, Sandra participates in the Department Selection and Work Phases, following special rules:

In the first day of the game, Sandra is at her desk in Administration doing paperwork; she will perform no tasks that day. At the start of each subsequent day, during the Select Workstation Phase, Sandra takes her turn at selecting a new department in the normal order. Therefore, at the start of day 2, she will be the last to move.

When she moves, she is placed on the next empty Workstation of the next department going from top to bottom. If all of the Workstations in the next department are full, she skips that department and moves to the next one instead, and so on. When moving to Administration, Sandra ignores the Workstations and sits at her desk. On the day after reaching her desk, she starts again moving through the departments from top to bottom.

Both R&D Workstations are occupied. Sandra moves to the next available Workstation from top to bottom.

Example:

At the start of day 2, Worker meeples are lying down in Workstation Alley and Sandra is at her desk. Each player in order selects a new Workstation to work in, and then Sandra chooses last. Both of the Workstations in R&D are occupied, so she is placed on the uppermost Workstation in Assembly.

Example:

At the start of day 3, the players in R&D first choose a new department to work in, followed by Sandra, and then the other players. If Orange and Purple both choose to work in Logistics in day 3, Sandra will move to the empty Workstation in Design.

Orange and Purple play first, and both move to Logistics. Sandra plays next, and again moves to the next available Workstation from top to bottom.

EVALUATION

From day 2 onwards, when it is Sandra's turn to act during Phase 2, she evaluates the department she is currently in. She evaluates the player or players who have the least training in the department she is in.

If you are evaluated, check the criteria for penalty on the table you can find on the next page. If you meet this criteria, you lose 1 PP, plus another 1 PP for each Banked Shift you have fewer than 5.

Example:

Sandra is evaluating the Design department. Purple, Blue, and Yellow are the equal lowest on the training track and are all subject to evaluation. Blue has 4 Designs in her desk area and passes evaluation without penalty. Purple however only has 1 Design in his desk area and is penalized. He only has 2 Shifts banked and therefore loses a total of 4 PP (1 + 5 – 2). Yellow has no Designs in his desk area and is also penalized. However, he has 4 Banked Shifts, so loses 2 PP.

Purple, Blue, and Yellow are all tied on the lowest space of the track.

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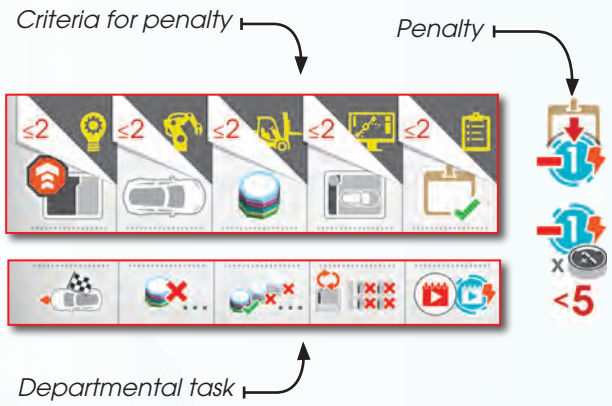
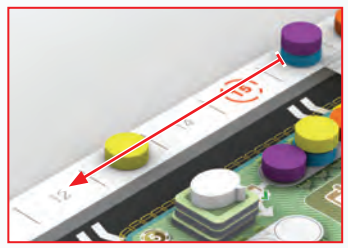


Blue has 4 Designs. She does not get any penalty.

Yellow has no Designs but he has 4 Shifts banked. He loses 2 PP (1 + 5 - 4).



Purple has only 1 Design, so he gets a penalty. He has 2 Shifts banked. He loses 4 PP (1 + 5 - 2).

DEPARTMENT	CRITERIA FOR PENALTY
Research & Development	Have 2 or fewer Upgraded Designs
Assembly	Have 2 or fewer Cars in your garages
Logistics	Have 2 or fewer Car Parts on your Player board
Design	Have 2 or fewer Designs on your Player board
Administration	Be certified in 2 or fewer departments

DEPARTMENTAL TASK

After evaluating the department she is in, Sandra performs a specific task in that department. Remember, Sandra does not perform her departmental task on day 1 of the game.

DEPARTMENT	DEPARTMENTAL TASK
Research & Development	Advance the Pace Car 1 space. Advance all Cars behind it up to fill the gap. If the Pace Car moves onto a striped space, this triggers a Meeting.
Assembly	Remove all Car Parts from all Assembly spaces.
Logistics	Remove all but 1 Car Part from each warehouse.
Design	Shuffle and return the rightmost 4 Design tiles to the bottom of the Central stack. In a 2-player game, return the rightmost 8 tiles instead. Then, slide the Designs down and fill any gaps as normal.
Administration	Perform End-of-Week Scoring.

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END-OF-WEEK SCORING

When Sandra performs her Departmental Task in Administration, the Week comes to an end and all players score PP as follows:

For each Car in your garages:

- Gain 1 PP for each Upgrade that has been made to that Model (by all players). To do this, count the number of Car Parts on the Upgrade spaces of the Model.
- Gain 1 PP for each Tested Design you have of that Model.

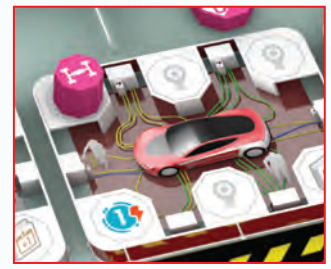
- Then, advance the Week marker by 1 space unless it is already on position 3 (in that case just ignore this step).

Example:

Orange has 3 City Cars and 1 Sports Car in her garages. The City Model has been Upgraded 3 times, and she has 2 Tested Designs for the City Model. Therefore, each of her City Cars is worth 5 PP; 15 PP in total.

The Sports Car has only been Upgraded once, and not by her, so it is only worth 1 PP.

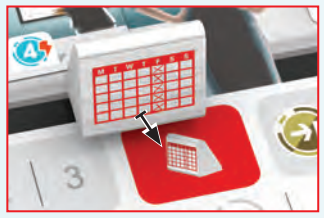
Orange scores 3 + 2 PP from her City Car Upgrades. She scores 15 PP because she has 3 City Cars (at 5 PP each).



She didn't upgrade any Parts on her Sports Car. She scores the number of upgrades made by other players, for 1 PP.

MEETINGS

Once we have enough test data, it's time for everyone to meet in the Meeting room and discuss our findings. This is time for you to show off your accomplishments to Sandra.



As mentioned earlier, when the Pace Car reaches or passes a striped space, move the Meeting marker to the Meeting space in Administration. At the end of that Work phase, after everyone has taken their turn (including Sandra), the Meeting begins.

Note: Recycling cannot be used during a Meeting.

At the Meeting, you will use your Speech tokens to discuss Performance Goals and earn PP.

Remember, there are several ways you can get Speech tokens:

1. Being the first person to reach the last space on a training track.
2. Reaching the 2nd and 4th sections of the Certification track.
3. Accomplishing Factory Goals.
4. Completing assembly of a Car that is in Demand.
5. Parking a Car in a garage that rewards you with a Speech token.

At the start of the Meeting, there are 4 Performance Goals on the table. Each player also has 3 in hand, of which 1 (and only 1) must be played during the Meeting.

A Meeting is resolved with players taking individual turns in Certification track order (from right to left). Once all players have taken a turn, the process starts again, following the same order. If a player passes (see next page), they can still take further turns in the Meeting, but when all players pass consecutively, the Meeting is over.

Example:

At the image in the right, players take turns during this Meeting in the following order: Purple, Orange, Yellow, Blue, and then back to Purple, and so on.

The 4 Performance Goals at the beginning of the Meeting.

Meeting order is determined by the position of the players on the certification track.

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Blue places one Speech token on the 3× icon. She can score 2 PP per Car up to a maximum of 3 Cars. Since she has more than 3 Cars, she scores 6 PP.

In a later turn Blue plays one of her Performance Goals. She decides not to place a speech token on it. From now on she is allowed to Pass.

Purple has 5 Upgraded Designs, but he can only score 3. He places a Speech token on the 3× icon and scores 6 PP (3 x 2 PP per Upgraded Design).

Orange only has 1 Upgraded Design. She places a Speech token on the 2× icon, and scores 2 PP. She could have scored 2 Upgraded Designs if she'd had them.

Yellow only has 1 Upgraded Design. But since this Goal would give him only 2 PP, he decides to score the Certification in Assembly Performance Goal and scores 4 PP instead.

Blue has 1 Upgraded Design and takes the opportunity. She scores 2 PP.

On your turn you must choose one of the following two options:

A) Speak. Perform one or both of the following steps:

1. Play 1 of your Performance Goals from your hand face up to the table near the Meeting room.

Note: You must do this once and only once per Meeting at some point before you pass.

2. Place 1 of your Speech tokens on the highest-numbered empty speech icon of a Performance Goal of your choice that you don't already have a Speech token on. Score PP based on the Goal (see below).

Note: If you played your Performance Goal this turn, and if you choose to place a Speech token, you must place it on that Goal.

OR

B) Pass. You can only pass if you have already played one of your Performance Goals. Remember, you can still take part in the Meeting if you get a later turn in the same Meeting.

Important notes on Performance Goals:

- You must play 1 of your Performance Goals from your hand at each Meeting, even if you will not score any PP for it.
- You are not required to place a Speech token on your own played Performance Goal. You are allowed to place a Speech token on other players' Performance Goals.
- You may place a Speech token on a Performance Goal, even if it will score you 0 PP.

SCORING PERFORMANCE GOALS

Sandra is very keen on the Performance Goals but grows less interested in each one the more she hears about it.

The number of Speech icons on a Goal indicate the number of players who can speak about that Goal at the Meeting. Each Performance Goal depicts a number of PP at the bottom, as well as a multiplier inside each speech icon.

When you place a Speech token on a card, you score the PP depicted for each time you meet that Goal, up to a maximum number of times as the multiplier shown on the icon where you placed the Speech token.
(See the Reference book for descriptions of the Performance Goal cards.)

Example 1:

Purple is excited to brag about the 5 Upgraded Designs he has, but the highest multiplier is 3×, so Sandra only cares about 3 of them. He places a Speech token on the card and scores 6 PP (3 Upgraded Designs, 2 PP each). Orange planned really poorly for this Meeting, and this is the only Performance Goal worth anything to her. She places a Speech token on the space with the 2 multiplier, but since she only has 1 Upgraded Design, she scores 2 PP (1 Design, 2 PP each). If she had 2 or more, she would have scored 4 PP. This move annoys the Yellow player who has 3 Upgraded Designs, but because Sandra is now getting tired of hearing about it, the only space left is 1×. Despite having 3 Upgraded Designs, he can only score 1 of them. So Yellow decides to score a different Goal. Blue has 1 Upgraded Design, so she takes the opportunity to place a Speech token on the card to score 2 PP.

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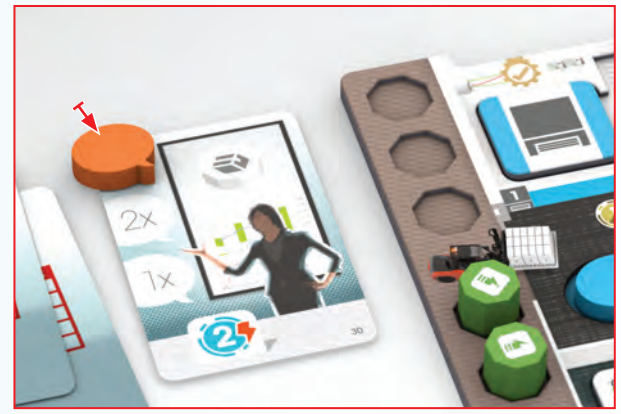
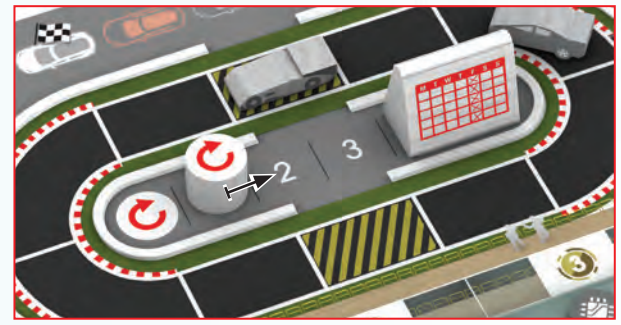
Example 2:

On a later turn, there are no Performance Goals left that interest Blue, so she plays her own Performance Goal from her hand. Purple is focused on another Performance Goal that will give him good PP, and places a Speech token on it. Orange is still irritated that she didn't plan well for this Meeting, and is fed up with other players scoring so many PP. Seeing that Purple would be able to score a lot of PP from the Performance Goal played by Blue, Orange places a Speech token on that Performance Goal for 0 PP, in order to reduce the number of PP Purple can score.

Since Blue can Pass her next turns, she will wait for new scoring opportunities from the other players' Performance Goals.



Blue can pass and wait for the Performance Goals played by the other players. Orange scores 0 PP from Blue's Performance Goal.



The Meeting marker is returned to the Test track. The Production Cycle marker advances.

END OF THE MEETING

Once everyone passes consecutively, perform the following steps:

1. Return Speech tokens used during the Meeting back to the respective players, placing them to the side of their Player boards. Unused Speech tokens (ones remaining on your Player board) are not moved.
2. Each player with any Generic Speech tokens by the side of their Player board may return those tokens to the supply. For each token they return, they move one of their own Speech tokens from the side of their Player board onto an empty space on their Player board.
3. Discard the face-up Performance Goal cards.
4. Determine the next Meeting's Performance Goals:
   a. Each player places 1 of their 2 remaining cards from their hand face down on an empty space in the Meeting room.
   b. Reveal all the cards played.
   c. If there are fewer than 4 players, fill the rest of the spaces with cards from the deck.
5. Each player draws 2 new Performance Goals from the deck and adds them to their hand.
6. Return the Meeting marker to the Test track.
7. Advance the Production Cycle marker one space unless it is already in position 3.

After placing one card from their hand in the Meeting room, players refill their hand to 3 Performance Goal Cards.

END OF THE GAME

The Production Cycle marker and Week marker track the end of the game. When one of them is at least on the 2nd space and the other is at least on the 3rd, the end of the game is triggered. Finish the day, including a possible End-of-Week Scoring, Meeting, or both, and then proceed to Final Scoring. (See back page of this rulebook.)

Note: It is possible for there to be more than 3 Meetings before 2 Weeks have passed, and vice-versa. The Meeting is always at the end of the day.

The Meeting is just finished. The game is immediately over because the Meeting just finished the day.

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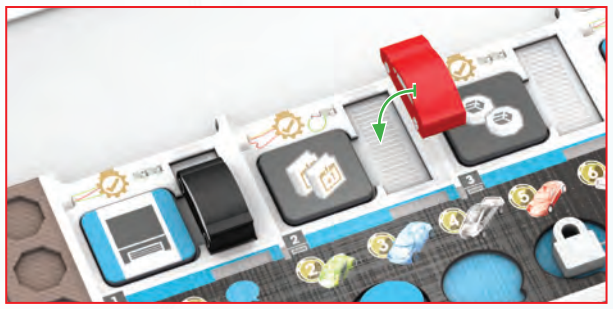
VARIANT 1

Orange and Purple both gain 2 PP.

VARIANT 2



Blue must place her Car in the leftmost empty garage.

VARIANT 3

Purple has experience with the game, but the other players do not. Purple decides to play with the Expert tiles to make his game a bit more challenging.

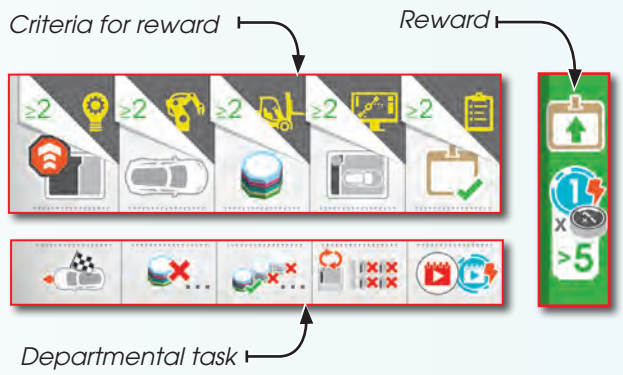
VARIANT 4

Yellow chose to place the Garage tile that gains him 2 Books. But he needs to wait for the next day to flip the tile and get them. This means 2 days before he can use them.

VARIANTS

VARIANT 1 — NICE SANDRA

Sandra is in a much better mood. Instead of punishing you for not being a good worker, she rewards you for doing well!



During Setup, place your PP marker on position 0 of the track instead of position 15. Also, use the side with the green strip of the Sandra Reference tile.

When Sandra evaluates a department, she evaluates the player or players who have the most training in that department instead of the players with the least training.

If you are evaluated, check the table below. If you meet the requirements listed, you gain 1 PP for each Banked Shift you have over 5.

E.g. If you have 7 Banked Shifts, you gain 2 PP.

DEPARTMENT	CRITERIA FOR REWARD
Research & Development	Have 2 or more Upgraded Designs
Assembly	Have 2 or more Cars in your garages
Logistics	Have 2 or more Car Parts on your Player board
Design	Have 2 or more Designs on your Player board
Administration	Be certified in 2 or more departments

VARIANT 2 — THE PLANNER

Place your 4 Garage Bonus tiles in any order that you want. The tile with the Lock on its back is placed in the rightmost space. During the game, however, when you Claim a Car, it must be placed in your leftmost empty garage.

VARIANT 3 — EXPERT TUNING

During setup, use the Expert Garage tiles instead of the Basic Garage tiles. Note that you could have some players using Basic Garage tiles and others using Expert Garage tiles (if experienced players are playing with a new player). Also, note that one of the Expert Garage Bonus tiles depicts an × and gives no benefit.

VARIANT 4 — DELAYED TUNING

In this variant, you keep the 4 leftmost Garage Bonus tiles next to your board. Only the tile with the Lock on its back is placed in the rightmost space. When placing a Car in one of your garages, you choose one of the tiles next to your board, and place it in the space of the garage of the Car you just took. You can gain the bonus at any time on a future turn by flipping the tile over. You cannot flip the tile in the same turn you earned it. Since you cannot use Books, Parts Vouchers, or Banked Shifts on the turn you gain them, this means it will be two turns before you are able to use them.

Because of this delay, Cars gained during the last day of the game will not give you any benefits.

Note: You are free to mix variants.

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3-PLAYER RULES REMINDER

Make the following changes to the setup:

- Cover the Test track printed on the Game board with the Test track overlay showing the side with 3 people.
- Factory Goals: Place only 1 Generic Speech token on the harder Goal of each pair, for a total of 9 Speech tokens on Factory Goals.
- Training Awards: Place only 2 Award tiles on the last space of each department's training track.

Make the following changes during the game:

- At the end of a Meeting, draw 1 Performance Goal from the deck to make the 4th Performance Goal for the next Meeting.

2-PLAYER RULES REMINDER

Make the following changes to the setup:

- Cover the Test track printed on the Game board with the Test track overlay showing the side with 2 people.
- Factory Goals: Place only 1 Generic Speech token on each Factory Goal, for a total of 6 Speech tokens on Factory Goals.
- Training Awards: Place only 2 Award tiles on the last space of each department's training track.

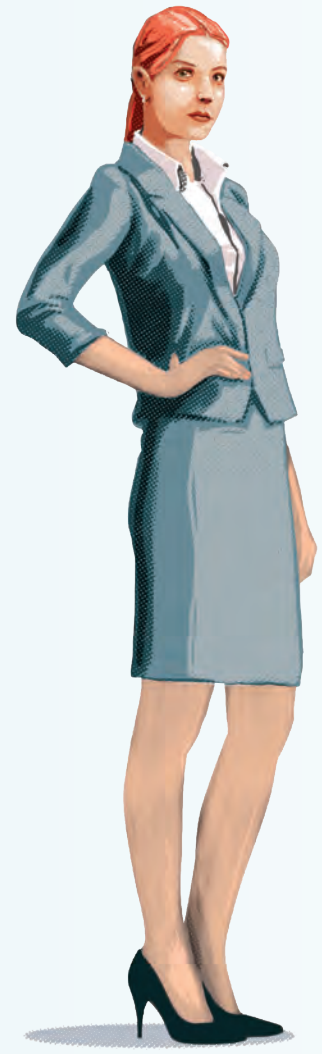
Make the following changes during the game:

- At the end of a Meeting, draw 2 Performance Goals from the deck to make the 3rd and 4th Performance Goals for the next Meeting.
- Rule change: Players cannot move to a department where Sandra is. However, she can move to a department where a player is. This is even true in the Administration Department.
- Rule change: When Sandra is in the Design department, she removes the 8 rightmost tiles instead of 4.

CHANGES IN THIS EDITION

If you are already familiar with Kanban: Automotive Revolution or Driver's Edition, here are the changes to the rules in this edition:

- You may no longer replace Cars in your garages with new ones.
- When Sandra penalizes you, you now lose 1 PP in addition to PP for any Banked Shifts that you have below 5.
- In the Nice Sandra variant, you are only rewarded PP for Banked Shifts you have over 5, instead of for all of your Banked Shifts.
- There are 5 new Final Goal tiles to choose from during Setup.



SANDRA'S TIPS

- Keep an eye on Sandra's next move and plan accordingly.
- Remember that if Sandra skips a department, the game is one day shorter. This movement may end the game suddenly!
- Avoid penalties from evaluation. Try not to be in the last position on the training track and keep plenty of Banked Shifts if you are.
- Sometimes it is OK to lose some PP to keep your strategy.
- Watch what Designs your opponents take; they may use them to claim a Car that you want!
- Tested Designs are valuable. If you are investing in Designs of a certain Model, don't leave it to the last minute to claim the Car you need to test those upgrades.
- Don't be afraid of using the Workstations with fewer Shifts. These allow you to take your turn before a player on the other Workstation.
- Use Banked Shifts to maximize your turn.
- In Logistics, try to take at least 1 Car Part that you may exchange at Recycling; 1 type gives you access to the other 3 Car Part types.
- Visiting Administration is the only way to work in the same department on consecutive turns.
- If you lose your 'momentum', visiting the Administration is the best way to recover.
- Keep one eye on the Factory Goals. Those extra Speech tokens are very useful.
- Assemble Cars that are in Demand to grant you Speech tokens.
- Remember the Performance Goals and collect as many Speech tokens as you can. You can score a lot of PP in the Meetings.
- When you unlock a Certification benefit, it can be used immediately.
- Keep an eye on the Production Cycle and Week markers. The end of the game may come sooner than you expect.

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FINAL SCORING

At the end of the game, each player performs the following steps:

1. Spend 1 Speech token per achievement you wish to score on the Final Goal tile. Each player may score each achievement on the tile once (more than one player can score the same achievement). You may use Generic Speech tokens. Final Goal tiles are described in the Reference book.

Orange achieved all Goals, but since she only has 2 Speech tokens, she can score only 2 of them. Orange chooses to score the 1st and 3rd Goals, which scores her 15 PP.

2. Earn 1 PP per Shift you have banked.

Purple gains 2 PP, Yellow 4 PP, Blue and Orange 0 PP.

3. Earn 1 PP per Speech token (either your own color, or Generic), Book, and Parts Voucher on your Player board.

Blue gains 4 PP.

4. Gain PP for each of your Cars in your garages. The PP gained per type is shown under the garages on your Player board.

   The value of the Cars are as follows: City Car 2 PP, SUV 3 PP, Truck 4 PP, Sports Car 5 PP, Concept Car 6 PP.

Example:

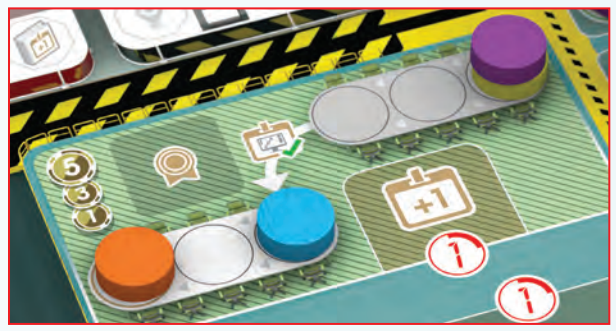
Purple has 2 City Cars, a Truck and 1 Sports Car in her garages. Purple scores 13 PP.

Purple gains 4 PP for the City Cars, 4 PP for the Truck and 5 PP for the Sports Car.

5. Score for relative positions on each department's training track:
   - 1st: 5 PP
   - 2nd: 3 PP
   - 3rd: 1 PP

Example:

In this situation, Orange scores 5 PP, Blue scores 3 PP and nobody scores the 1 PP for 3rd place.



Yellow and Purple didn't train, so they gain 0 PP.

Note: If more than one marker is on the same position, ties are broken in order of the markers from top to bottom in the stack. So, ties go to the player who had the most recent training. A player who has not done any training in a department cannot earn any PP for this step.

6. For each of your Tested Designs, gain PP equal to the value of the Car Part depicted on it. The Part's value is indicated above the Upgrade Value track. Remember, a Tested Design is an Upgraded Design for a Car you have in your garages. These are the Designs above your Player board.

Example:

Purple has Upgraded Designs for the following Models:

Drivetrain from the City Car, Motor, and Autopilot System from the Sports Car, no Upgrades on the Truck and another Motor from a Concept Car.

The Designs from the City Car and the Sports Car are considered to be Tested Designs as he has at least 1 matching Car in his garages. The Upgraded Motor from the Concept Car is not considered to be Tested, because there is no Concept Car in his garages.

He therefore scores for the value of the Drivetrain, Motor, and Autopilot System Car Parts shown on the Value Parts track; 6 + 5 + 4 = 15 PP.

Purple gains: 6 PP for testing the Drivetrain, 5 PP for the tested Autopilot System, and 4 points for his tested Motor.

The player with the most PP is the winner.

In the event of a tie, the tie-breakers are as follows:

1. The most Cars
2. The most Tested Designs
3. The most Banked Shifts

If still tied, all tied players share that position.

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